

S-E-C-R-E-T

5 August 1969

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report for Intelligence Production Course
No. 3-69, 2 June - 25 July 1969

OVERVIEW

1. This course has the objective of helping to prepare Career Trainees for assignments in the Directorate of Intelligence through a series of visits to, briefings about, and discussions of the major intelligence production and service components within the DDI. Through lectures or visits the course also provides limited exposure to other CIA or USIB components which work closely with elements of the DDI. A final course research report gives the CTs some familiarization with the tasks faced by a production analyst in the DDI: formulating an intelligence problem; assembling information, specifically through the use of the Central Reference Service; writing a draft of a finished intelligence report; and reviewing, revising, and coordinating a finished intelligence report.

2. The course also enables the Intelligence School faculty to form some opinions about the potential placement of these candidates for the DDI. As the course progressed, there was a continuing dialogue maintained between the Chief Instructor and the CTP Program Officer regarding the qualifications of the CTs for employment in various offices. At the request of the CTP Program Officer, the Chief Instructor also prepared two memoranda (8 July and 22 July 1969) giving Intelligence School suggestions regarding placement of the CTs.

STRUCTURE

3. The first five weeks of the course were devoted primarily to visiting various DDI and DDS&T components, to oral and written discussions and review of such visits, and to special lectures on DIA and NSA. The final three weeks of the course were given over to research, writing, and seminar sessions on course research papers. The seminars required heavy student and faculty participation.

CHANGES

4. Based on our experience with previous IPCs and student critiques on IPC No. 2-69 (3 March - 25 April 1969), several changes were instituted

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in IPC No. 3-69. The most important of these modifications, and comments on their value, follow:

a. The schedule for the first week of the course was arranged to permit greater opportunity for CTs to discuss proposed course research topics with the Intelligence School faculty and to establish contact with CRS analysts. This change represented considerable improvement over the previous scheduling, but probably requires further refining.

b. The NPIC presentation was completely revised. The time was limited to a half day, and all visits and discussions of technical equipment and R&D were eliminated. A new element was that the Executive Director of NPIC, [REDACTED], met with the CTs at our specific request. The revised program was the most successful presentation we have had from NPIC in at least four years.

c. Visits to both the CIA Library and Map Library were again added to the schedule. Both visits were well worth the time.

d. More time was provided between the initial review and second draft phases of the course research paper, but additional adjustments in this schedule will be needed.

e. In the final seminar, discussion of specific collection requirements related to course research papers was eliminated in favor of a general discussion of gaps in information, sources of information used, and CTs' experiences in using CRS facilities. This appears to be a useful terminal discussion for the course.

COURSE CRITIQUES

5. As reflected in their final course critiques (see attached), the CTs seemed generally satisfied with the IPC. They left little doubt that they had obtained a rather good exposure to the functions and responsibilities of the DDI. The CTs were almost unanimous, however, in pointing out that, although the IPC did provide them a fine opportunity to evaluate their own potential for employment in the various DDI areas, this self-evaluation apparently was unimportant since job interviews were being arranged on a rather arbitrary basis by the DDI administrative staff. However legitimate this complaint, it is beyond the purview of this school to remedy.

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6. Among the other more important items which were criticized in either their final or mid-course critiques (see attached), the following are amenable to some revision for the next IPC:

a. Visit to Cartography Division of OBGI. Traditionally this has been an unsatisfactory session, and IPC No. 3-69 found it no exception. For the next IPC, the visit to Cartography Division probably should be dropped, with the additional time being given over to the CT visits to the Geography Division of OBGI and to the Map Library.

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b. Sequence of [REDACTED] presentations, discussions, and visits. As a result of the experience of IPC No. 3-69 it appears that the [REDACTED] segment of the course should be reorganized so that [REDACTED], Director of [REDACTED], will give the initial presentation at 1000 Glebe Road. This would be followed by a briefing on the CT interviews with [REDACTED] personnel (field and headquarters), instructions on travel to field offices, and readings. Upon completion of the interviews, there would be a round table discussion in lieu of the videotaped briefing which has been used for the past several years. Whether to retain or drop the requirement for the CTs to prepare an OO-B on their interviews requires further discussion.

c. Briefings by the Office of Scientific Intelligence. Once again the uneven quality of the presentations by representatives of this office drew deservedly sharp criticism. This segment probably should be eliminated from the IPC. Hopefully an OSI briefing at the SI/T/KH level during the Intelligence Orientation phase of the CT program will provide adequate coverage on this office.

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d. NIE Case Study. It was recommended by the CTs -- and [REDACTED] agree -- that this segment of the IPC would be more suitable for the ITC. This might be a more useful exercise for the ITC than the Arab-Israeli NIE now in use, but it would require some refining of the materials to sharpen the focus on the differences among the specific contributions, on critical language changes, and on formal vs. informal coordinations.

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e. Visit to ONE/BNE. This day is usually a roaring success. The last two classes have found fault, however, in that they have been turned over to [REDACTED] for a full afternoon session when the CTs tell the BNE/ONE experts "how it is" with the younger generation. Such interest in getting CT opinions may be laudable, but the CTs believe that they could gain more by

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further exposure to either BNE or USIB Representatives in action on a review. Revision of this program probably can be worked out with [REDACTED] with minimum difficulty.

f. Written reviews of visits to OER and OSR Branches. These reviews were regarded unanimously as "make work" by the students. In fact they were intended to give the Chief Instructor a better feel for what was actually going on in the OER and OSR components. This requirement for written reports on OER and OSR branch visits probably should be dropped since the information can be covered adequately in the oral review of the OER and OSR visits.

g. Timing on both initial and final phases of course research activity. The Intelligence School Faculty takes a dim view of some of the CT comments about the lack of time to incorporate suggested revisions into the second and third versions of their course papers. There is some merit in having the CT understand that there are short deadlines and last minute changes which are normal to this business.

CLASS PERFORMANCE AND PLACEMENT

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7. Contrary to the "scare stories" which were going the rounds during the course, the CTs in IPC No. 3-69 were among the most cooperative that we have had. In the four years that the Chief Instructor has been in OTR, this was one of the most stimulating groups that he has worked with--they were both bright and demanding. The students participated fully in the program, and all nine members who began the course also completed it. Five of the group were rated strong on the WAPSO scale; three were in the proficient category; and one rated barely adequate. As has already been brought to the attention of the CTP office, the low rating given to [REDACTED] is clear evidence of his unsuitability for a position in the DDI. Intelligence School faculty members, in fact, have strong reservations about his suitability for retention in the Agency.

STATSPEC

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8. At this time, it appears that the CTs have been placed in the DDI -- at least tentatively -- as follows: one each in [REDACTED] CRS, NPIC, OCI, OER, SRS, [REDACTED]; and two have been assigned to OSR.

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Chief Instructor

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Course Report for Intelligence Production Course No. 3-69, 2 June - 25 July 1969

FROM:

EXTENSION

NO.

Chief, Intelligence School

DATE

5 August 1969

TO: (Officer designation, room number, and building)

DATE

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FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

EA/TR

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JH

4 to 3: This was [REDACTED] last running of the IPC before his 2 September departure for the Historical Staff. The excellence of his performance as an instructor and the final results of his constant campaign to improve this course for CTs are clearly reflected in the students' critiques. [REDACTED] who will be chief instructor beginning with the next course, plans continued improvement in the course and hopes to have your guidance.

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